

Emerging Trends:

Increasing number of large scale technological, economic, political, environmental, and social changes, e.g. computers & lasers, global economy, intense competition, population explosion, global warming & recycling, human rights, etc.

= high rate of change..... + high complexity + Environmental limits ===>>>>

>>> turbulence & high uncertainty

>>> need for flexibility, constant adaptation, personal mastery, and learning And a wide range of skills

Emerging Organizational Trends/ Adaptations (examples)

Quality products/ TQM	teamwork, self directed teams, less hierarchy
high involvement cultures, empowerment	re-structuring, re-engineering
joint ventures, alliances, partnerships	outsourcing, temps
customer focus--feedback, speed of response	small businesses/SBU's
global teams, inter-organizational teams, diversity	HRM innovations, training
continual quality and productivity improvements	speed in product cycle
innovation, creativity, flexibility: task forces, skunk works, cross functional teams, etc.	

Technological Skills

Continuous re-education and awareness of advances (mgt, strategy, finance, operations, MIS, marketing, etc)

computer skills/MIS/electronic network/WWW	quantitative analysis
high tech equipment skills	clear writing

Conceptual Skills

Open System Thinking in face of interdependent, dynamic internal & external environments, in order to design projects, joint ventures, re-structurings, and strategy in a global economy

Research/Inquiry Skills	Work Re-Design
Problem Solving	Culture Management
Managing Change Processes	Analytic reasoning
Project Management	Theory building

People Skills

Interpersonal: rapport, respect, active listening, giving and receiving feedback, constructive criticism, influence, trust, encouragement, support, caring, multi-lingual, customer-supplier relations, diversity, networking, open mindedness, negotiating, persuasion, job interviewing, charm

Team: building team spirit, humor, pride, openness and trust, managing commitment, consensus, problem solving, brainstorming, creativity, decision making, goal setting, inter-departmental and organizational communications, cross cultural teams

Leadership: creating goals and vision, communicating vision, loyalty, honesty, influence, conflict resolution, thick skin, empowerment, coaching, public speaking, charisma, inspirational, organizing departments and groups of groups, managing diversity

Personal Skills

Stability: Life planning, stress/ time management, financial mgt, moral/spiritual centering, ethical, self discipline, self confidence, stamina, internal standards of excellence

Change: creativity, spontaneity, tolerance for ambiguity, flexibility, initiative, risk taking, integrity, self control, adaptable, introspection, self objectivity, entrepreneur, resiliency, curiosity, & learning how to learn